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**ARMED FORCES STAFF COLLEGE**

7800 HAMPTON BOULEVARD • NORFOLK, VIRGINIA 23511

Executive Registry

76-2701

OFFICE OF THE COMMANDANT

Lieutenant General Vernon A. Walters, USA  
Deputy Director  
Central Intelligence Agency  
Washington, D. C. 20505

**25 JUN 1976**

Dear General Walters:

The Armed Forces Staff College is planning for its 60th Class which will begin on 16 August 1976. Your lecture, "The Role of the Intelligence Community in Support of National Strategy," has been scheduled for Thursday, 16 September 1976, and I was delighted to learn of your tentative acceptance. We certainly look forward to your return visit and your superb presentation.

As you are well aware, the scope of your presentation is left to your discretion; however, our students are particularly interested in your candid observations and personal insight concerning intelligence systems, their functions and management, as well as realistic approaches to day-to-day problems in the intelligence community.

As before, lectures begin at 1000 and last approximately 45 minutes. A 15-minute break then precedes a question period of about 45 minutes. I would be pleased if your schedule would permit you to remain for lunch with several students and faculty members.

We continue our strict nonattribution policy and you may be assured that your remarks will not be discussed outside the College. This permits a frank discussion of controversial issues and greatly enhances the learning experience of the student body.

MORI/CDF Pages 4-6 only



*"That all may labor as one"*

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Captain George D. Rush, III, USAF, of my Guest Speaker Office (Autovon 690-5422) will complete the arrangements for your visit.

I sincerely hope that you will be able to join us.

Very respectfully,



JEREMIAH A. DENTON, JR.  
Rear Admiral, USN  
Commandant

Attachments

1. Class Composition
2. Course Summary
3. Information Sheet - Mission
4. Information Sheet - Administrative

60th CLASS COMPOSITION  
AND SECURITY CLEARANCE INFORMATION

Class composition is as follows: Officers, both male and female, are in the grade of major/lieutenant colonel or lieutenant commander/commander. Civilians are of equivalent grade. Average age of the students is 36 years.

<u>U.S. military officers</u>	<u>Women officers</u>
86 Army	1
86 Air Force	1
50 Navy	1
18 Marine Corps	
2 Coast Guard	
1 NOAA	
<u>243</u>	

<u>Civilians</u>	
1 Defense Mapping Agency	1
1 Department of State	
1 DIA - Defense Intelligence Agency	
4 NSA - National Security Agency	1
1 DSA - Defense Supply Agency	1
2 Department of the Air Force	
4 Department of the Army	
1 Department of the Navy	
<u>15</u>	

<u>Allied Officers</u>	
2 Australia	
2 Canada	
1 France	
4 United Kingdom	
4 West Germany	
<u>13</u>	

TOTAL 271

All students are cleared for access to Top Secret material -- the foreign students by their own governments. Although these allied officers are authorized access only to such U. S. classified information as has been approved for release by appropriate disclosure authorities in accordance with National Disclosure Policies, it is desirable that they participate in the course of instruction to the fullest extent practicable. They are excluded only when the application of the National Disclosure Policies would require such modifications in the presentation as to nullify its effectiveness for U. S. students.

**Course I Administration and Orientation:** Contains the necessary background information for orderly conduct of the curriculum; it includes scheduled events such as lectures on College policies and procedures, special Allied student activities and ceremonies. There is an additional orientation program of 71 hours for the Allied students. Approximately 30 reserve officers join the student body during the 7th and 8th weeks of each class for a 70-hour program.

**Course II U. S. Military Forces:** It is designed to establish a fundamental understanding of the doctrine, organization, and capabilities of U. S. military forces as a prerequisite to the study of joint and combined topics. The focal point of Course II, the three Service Weeks, occur during the second, third, and fourth weeks of the schedule. Also included are field trips and the very essential series of lectures by the members of the Joint Chiefs of Staff.

**Course III Defense Management:** Focuses on the planning, programming, and budgeting processes practiced within the Department of Defense and the Service departments and on the problems of allocation of resources, choices among alternatives, and trade-offs. Additionally, an overview of management thought and theory, and how they impact on Defense Management, is included. The military decision-making process is examined with particular emphasis placed on: analysis techniques, automatic data processing, personnel resources, and managerial control methods. An exposure to creative thinking is provided to expand and stimulate thinking toward the formulation of innovative problem-solving techniques.

**Course IV Organization and Command Relationships:** Involves a study of the U. S. unified commands and the NATO military organization. In the associated lecture program, many of the CINC's present their personal views on the present unified command relationships and the functions of a joint staff. This course provides a brief but important basis for the studies conducted in Course V and VI.

**Course V The U. S. Joint Planning Procedures:** Is the core curriculum of the Armed Forces Staff College and encompasses a large portion of the scheduled hours. The phases of the Joint Planning Process are studied in the step by step development of a common scenario. Joint Operation Planning System (JOPS) procedures and automated data processing systems are utilized throughout the course. The final block in Course V is an exercise in crisis management where the students demonstrate their newly acquired knowledge and skills in a real-world scenario. Development of self-expression skills and research techniques is stressed.

**Course VI Environment and Strategy:** Covers a wide-ranging spectrum of several blocks of instruction. Included are several lectures scheduled throughout the curriculum in the United States Environment and the International Environment blocks. The lectures familiarize the students with the broad national and international environment in which joint and combined forces operate. Major societal problems confronting contemporary leaders are explored by the students in seminar activity. A NATO exercise, supported by a guest lecture, examines some of the military, psychological, economic, political, and geographical problems of the North Atlantic Treaty Organization.

**Course VII Communicative Arts:** Starts early in the curriculum and focuses on improving essential communications skills largely through individual efforts; continues throughout the academic period. The Research Program begins with a short introduction covering its objectives and options. Each student selects one of three options: An article for publication, an individual research report or group research; conducts orderly research and prepares a written product during research and unscheduled time. The Staff Study will also be addressed as a part of this program, but will not be a major research effort. The Staff Action Paper is the vehicle for the second writing program, which devotes 20 hours toward preparing typical "short-ruze" staff papers of several types. Selected students are required to brief their papers orally as they would in an actual action-officer role. Speaking skills are further refined through the presentation of oral book reports or leadership case studies in the 12-hour Professional Reading Program that focuses on individual professional reading. It includes a brief introductory seminar session aimed at encouraging and assisting students in the development of sound personal reading habits. Six scheduled periods are devoted to oral reviews to include student-led question/discussion periods.



## MISSION

The Armed Forces Staff College was established on 13 August 1946 as a joint institution under the jurisdiction of the Joint Chiefs of Staff. The mission of the College is to conduct a course of study in joint and combined organizations and operational planning, to include the supporting organizations and operations of the U.S. Military Services, and in related aspects of national and international security, in order to enhance the preparation of selected military officers for duty in joint and combined operations and planning in higher echelons of the Department of Defense and international military organizations.

## THE CLASS AND SEMINAR INFORMATION

Two 5-month courses are presented each year, terminating in January and June. In addition to approximately 250 U.S. officers of the Army, Navy, Air Force, Marine Corps and Coast Guard, the student body includes civilian representatives from several U.S. government agencies and normally allied officer students from Australia, Canada, France, New Zealand, West Germany, and the United Kingdom. The average age of the students is 35 and they are either majors or lieutenant colonels, or the military or civilian grade equivalent.

The students are grouped into seminars for the conduct of certain major units of instruction by the conference method. It is the policy of the College to provide seminar membership in multiples of 3 (Army, Navy/Marine Corps, Air Force) with allied officers and civilian students apportioned equally to all seminars as numbers permit. The composition of the seminar is designed to assure maximum range of rank, experience, and Service specialization. However, the extent to which seminar representation can reflect Service specialization must be kept compatible with the degree of individual participation desired in seminar work and possible only in small discussion groups. It is an important facet of instruction that students share thinking in a personal way, that fellowship be cultivated, and that individual responsibility for the group's efficiency be stressed. To foster its academic principles most effectively and to derive maximum benefit from conference-type instruction, the College holds that the optimum number of students per seminar is no fewer than 12 and no more than 18.

Faculty officers, of different military Services, are detailed to each seminar as permanent advisers. The responsibility of the permanent faculty adviser is to provide guidance and assistance to his assigned students, and the relationship is necessarily a close one.

From time to time temporary seminars are formed by interchanging students among seminars. One faculty adviser is delegated responsibility for each temporary seminar for the purpose of conducting a single unit of instruction; upon completion of the unit another set of temporary seminars may be formed or the students may return to their permanent seminars. This procedure assists in accomplishing College objectives by giving students the opportunity to exchange ideas with the maximum number of other officers.

## STUDENT SECURITY CLEARANCE

All U.S. students are cleared for Top Secret information; each allied student is cleared by his own government for information of a classification equivalent to U.S. Top Secret. Essentially the College respects the clearance afforded the students by their governments insofar as is permitted by U.S. security regulations contained in the National Policy and Procedures for the Disclosure of Classified Military Information to Foreign Governments and International Organizations (NDP-1).

## THE GUEST SPEAKER PROGRAM

The guest speaker program is one of the most interesting and important features of the Staff College curriculum, for it provides the students with an opportunity to personally hear and question distinguished men and women whose contributions have made them leaders in their fields. Guest lecturers are encouraged to present their views in an environment of academic freedom, while students are urged to conduct responsible intellectual inquiry in the question and answer period.

Guest lectures usually support specific seminar instruction and are scheduled with the associated block of instruction; however, the Staff College also supports or participates in several special lecture series which complement the curriculum as a whole and are scheduled throughout the course. The General Delos C. Emmons series, which was inaugurated on 23 October 1969 to honor the first Commandant of the Staff College, highlights speakers of special eminence. The Art of Command Lectures, established in 1970 and also part of the Delos C. Emmons series, present the personal views of some of the most successful commanders of our time. Lectures of current interest are interspersed throughout the course, and annually the Staff College participates in the Kermit Roosevelt Lecture Program, a British-U.S. supported exchange lecture series.

## AUDITORIUM PROCEDURES

All guest lectures are presented in the College auditorium in Normandy Hall. The auditorium seats approximately 700 persons, but audiences do not normally exceed 300. Attendance is limited to the faculty, staff, and student body of the College and to senior officers of the Armed Services from adjacent commands. The speaker's rostrum is equipped with a lapel microphone to permit freedom of movement on the platform. The public address system is regulated to conform to the speaker's voice for audibility throughout the auditorium.

It is customary for guest speakers to give a 45-minute address. After a short break, which affords the students an opportunity to formulate questions on the subject presented, there is a discussion period during which the speaker answers questions from the audience. A member of the faculty monitors this period; student assistants handle microphones, which are passed to prospective questioners in the audience. Students are encouraged to participate in accordance with their education, training, and experience. The speaker can expect them to be a receptive audience, asking timely and stimulating questions which may touch upon controversial aspects of the subject, delve further into it, or call for clarification of certain points raised by the speaker. Since the real value of the guest speaker program is the frank discussion of classified or controversial subjects by eminent speakers, the College safeguards this privilege of free expression. The auditorium is secure and intellectual freedom is a fact. The speaker can be assured that his words will carry no further than his audience.

No notes are taken, but the lectures and informal question periods are recorded; however, if the guest speaker requests, no recording will be made. A tape recording of the lecture can be provided the speaker, if required. Transcripts of guest lectures are not made available to agencies or persons outside the College.

## ADMINISTRATIVE INFORMATION FOR VISITORS TO AFSC



### TRANSPORTATION

#### Commercial

**Norfolk Regional Airport**, which is approximately 30 minutes from the Staff College, is served by four commercial airlines: United, National, Piedmont, and Allegheny.

#### Military

##### **Norfolk NAS (Chambers Field)**

Located 15 minutes from the Staff College by automobile. Norfolk NAS is the most convenient arrival point. Aircraft will be directed to taxi to Base Operations where the AFSC escort officer will meet the guest speaker and accompany him to the Staff College.

##### **Langley AFB (Hampton, Virginia)**

Langley AFB is approximately 30 minutes from the Staff College by automobile.

##### **Oceana NAS (Soucek Field)**

Located in Virginia Beach, Oceana is approximately 35 minutes from AFSC by automobile.

### ESCORT

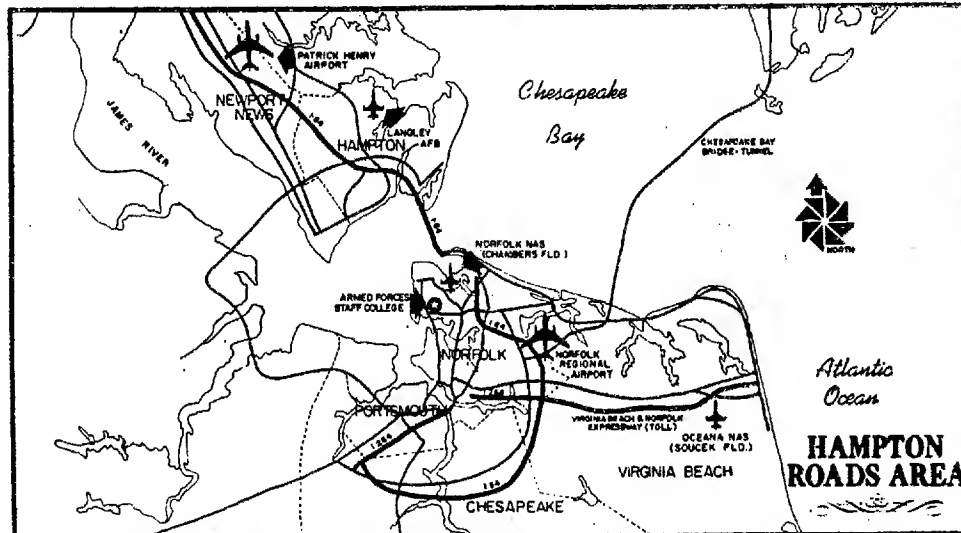
Upon arrival in Norfolk, guest speakers are met by a member of the faculty who will provide any assistance, including storage of classified material. The speaker should inform the Guest Speaker Office of his method of travel and time and place of arrival as soon as practicable.

### QUARTERS AND MEALS

There are a few military facilities which can accommodate families should the guest or a member of his party be accompanied. Additionally, there are many motels in the area, and the AFSC Guest Speaker Office will be happy to make all quarters arrangements for the speaker and his party.

The Norfolk area boasts a number of fine restaurants and, with the many military installations, offers a number of officers' clubs with excellent dining facilities.

### MAP OF LOCAL AREA



### IMPORTANT TELEPHONE NUMBERS

#### **Armed Forces Staff College Dispensary**

dial 444-5052

(After duty hours a duty corpsman is on duty and can contact the On-call Medical Officer.)

#### **Autovon**

To make Autovon calls dial 444-7861 (Naval Communications Center) and give the Autovon number to the operator.

The AFSC Autovon number is 690 plus the extension (i.e., 690-5302).

**AFSC Duty Officer** - 444-5132

**Guest Speaker Office** - 444-5422/5109

#### **Motor Pool**

duty hours - 444-5529

non duty hours - 444-5542

#### **AFSC BOQ**

Desk - 444-5311